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Action

Executive Committee

Proposal to Develop a Strategic Plan

Executive Summary: Commission staff is proposing that the Commission develop an updated Strategic Plan.

Recommended Action: The Commission approves the development of a new Strategic Plan and direct staff to begin the implementation of the planning process.

Presenter: Dale Janssen, Interim Executive Director

Strategic Plan Goal: 5

Enhance effective, two-way communication with the Commission's stakeholders

- ◆ Pursue strategies to refine the Commission's public affairs activities

November-December 2006

Proposal to Develop a Strategic Plan

Introduction

The Commission's current Strategic Plan was last updated in 2001. Not only does the Plan need to be addressed again, there also is a new Commission in place since the last Plan was adopted. A new Strategic Plan will help the current Commission articulate its goals and objectives. Staff is proposing that the Commission approve the development of a new five-year Strategic Plan that will become effective in January 2008. The Commission's current Strategic Plan can be found at the end of this agenda item.

Background

The Commission developed its first Strategic Plan in 1997 prior to the State mandate that all agencies develop a Strategic Plan. The plan was updated in 2001, involving Commission members, staff and stakeholders in the preparation of the plan.

In 2004, although the Bureau of State Audits report recommended that the Commission update its Strategic Plan, the process was delayed due to a change in Governors. It is now an appropriate time to update the Commission's Strategic Plan, given the advent of a new Commission and the fact that years have elapsed since the last plan's inception. Commission staff is recommending the development of a five-year plan to help the Commission be more proactive in anticipating critical state needs, establish performance measures and to be better prepared to address other critical issues in the coming years. These issues might include educator supply and demand, educator preparation, and credentialing.

Why should an organization such as the Commission complete a strategic plan? A strategic plan serves as a guide to direct an organization to successfully identify and achieve its goals with measurable results. The Commission's strategic planning effort focuses on taking control of its future and becoming a proactive rather than a reactive agency. With a strong Plan, an organization becomes more committed and focused on reaching the goals it has set out. Additionally, the creation of performance measures with consistent accountabilities will support the work required to meet the Commission's goals.

To successfully develop a strategic plan, the Commission should solicit input from all of its stakeholders, Commission staff, and Commissioners. Thus the strategic plan will be developed based on input from all of these groups. Staff is proposing that input be gathered by surveying five separate sources:

- Commission Staff Survey (paper-based and selected interviews)
- Stakeholder Survey (web-based)
- Commissioner Survey (paper-based)
- Northern California Stakeholder Input Session
- Southern California Stakeholder Input Session

The data gathered from these surveys and input sessions will be reviewed by a planning team consisting of Commission staff and a Commissioner to identify key strategic business issues. These key issues will be presented to the Commission to help formulate the Commission's Vision. Next, the planning team will consider the Commission's Mission, Goals and Objectives and develop a set of updated goals and objectives for the Commission's consideration. Below is a tentative timeline for developing the Commission's updated Strategic Plan.

Tentative Timeline

December 2006	Survey Commission staff with both a paper-based survey and direct interviews with a sampling of staff.
January 2007	Survey Commission stakeholders with a web-based survey. Conduct workshops in both Northern and Southern California to solicit input from stakeholders on the strategic plan.
February 2007	Survey the Commissioners with a paper-based survey.
March 2007	Planning team reviews input from Commissioners, staff and stakeholders and prepares an agenda item for the April Commission meeting.
April 2007	Commissioners formulate the Commission's Vision Statement based on input from the Commissioners, staff and stakeholders.
June 2007	Commissioners discuss the Commission's Mission statement, Goals and Objectives.
August 2007	The Commission considers the adoption of the Strategic Plan including the Commission's Vision, Mission and Goals and Objectives.
October 2007	Staff will present an Action Plan and Performance Measures to implement the adopted Strategic Plan.

Staff Recommendation

The Commission staff recommends that the Commission approve the development of a Strategic Plan and direct staff to begin the implementation of the planning process.



California Commission on Teacher Credentialing

Current Strategic Plan

Vision

To ensure that those who educate the children of this state are academically and professionally prepared.

Mission

To assure the fully prepared and effective educators all students deserve and our communities require. The Commission will carry out its statutory mandates by:

- Conducting regulatory and certification activities
 - Developing preparation and performance standards in alignment with state adopted academic content standards
 - Proposing policies in credential related areas
 - Conducting research and assessment
 - Monitoring fitness-related conduct and imposing credential discipline
 - Communicating its efforts and activities to the public
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Goals Adopted By The Commission In November 2000

Goal 1: Promote educational excellence through the preparation and certification of professional educators

- Sustain high quality standards for the preparation of professional educators
- Sustain high quality standards for the performance of credential candidates
- Assess and monitor the efficacy of the Accreditation System, Examination System and State and Federal Funded Programs
- Evaluate and monitor the moral fitness of credential applicants and holders and take appropriate action
- Implement, monitor and report on the outcomes of new program initiatives

Goal 2: Continue to refine the coordination between Commissioners and staff in carrying out the Commission's duties, roles and responsibilities

- Conduct periodic review of the efficiency of the day-to-day operations and financial accountability of the Commission
- Continuously improve the development, distribution and dissemination of agenda and information to the Commission initiatives
- Orient new Commissioners and staff on the roles and responsibilities of the Commission initiatives
- Continuously update the Commission's policies and procedures initiatives

Goal 3: Provide quality customer service

- Use technological innovation to maximize operational efficiency and improve customer access to information and services
- Provide timely, accurate and responsive processing of credential applications

Goal 4: Continue effective and appropriate involvement of the Commission with policy makers on key education issues

- Sponsor legislation as appropriate
- Influence legislation regarding the preparation and certification of professional educators
- Respond to policy makers' information inquiries
- Sustain productive relations with key policy makers and staff
- Collaborate with and advise appropriate agencies
- Design and develop strategies to implement new legislation

Goal 5: Enhance effective, two-way communication with the Commission's stakeholders

- Pursue strategies to refine the Commission's public affairs activities

Goal 6: Provide leadership in exploring multiple, high quality routes to prepare professional educators for California's schools

- Work with education entities to expand the pool of qualified professional educators
- Pursue avenues with other organizations in expanding the pool of qualified educators